

# Missouri Department of Mental Health

# Cost Conclusion

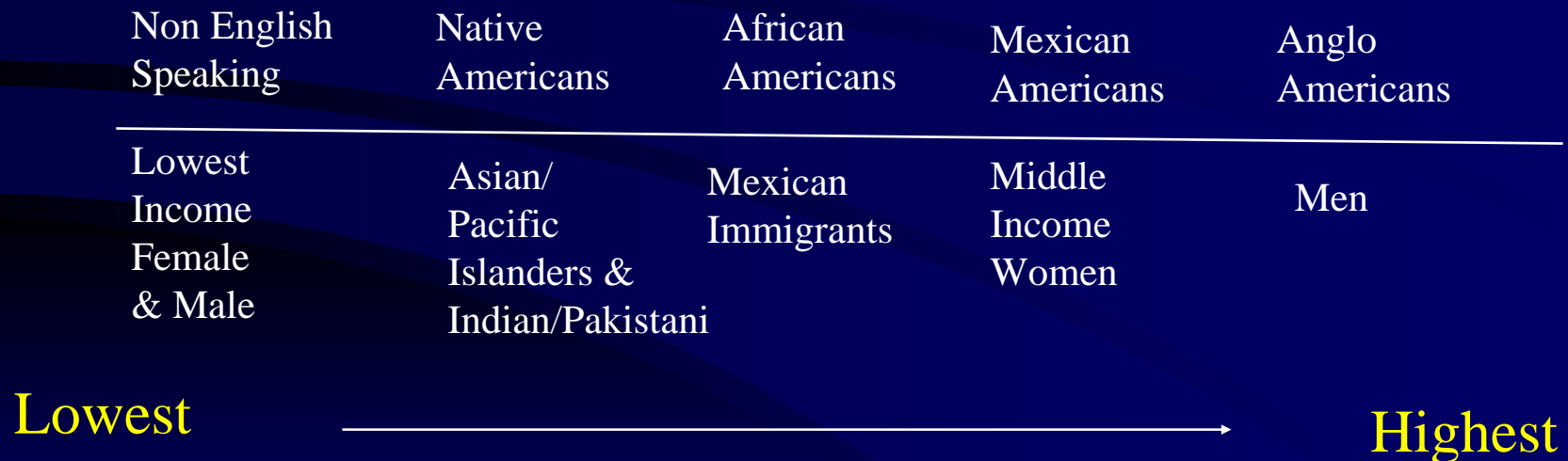
- Organizations in the United States waste billions of dollars in lost production, human energy, and stability due to our inability to solve primitive problems of how we perceive, interpret, and respond to human differences.
- Without understanding and change these costs will continue to increase

# Personal & Organizational Competence

- Everyone here and your organizations is culturally competent with a sense of diversity
- However, the cultural competence and diversity extends to a limited number of groups
- Organizations are more competent and diverse in some areas than others/different times
- Organizations assume that their skills, services, approaches, or models apply to all cultures or groups
- Reality: individuals and groups differ markedly

# Status of Cultural Knowledge:

- The Clinical Application of Cultural Competency is Relative



# What Differences Do We Notice?

- Height
  - Weight
  - Language
- Color  
Clothing  
Gender

# Responses to Differences

- Limiting the Access of the Person to Societal Institutions and Services
- Differential Service Response
- Lower/Poorer/Slower Service Responses
- Equating Difference with Inferiority
- Unconscious negative response
- Negative judgment of worth
- Surgeon General's Report (2002)

# Costly Freudian Responses

- Denial
- Projection
- Rationalization
- Reaction Formation

# Primitive Response to Differences

- Perception of Difference - Recognition
- Categorization of Difference -Typology
- Interpretation of Difference -Meaning
- Response to Difference – Reactions



# Ways of Categorizing People

• Strangers	Ingroup
• Competitors	Outgroup
• Enemies	Dangerous
• Objects	Friendly
• Subjects	Attractive
• Inferior	Un-American

# Conceptualization

- Almost all services are delivered by non-profit or profit-oriented organizations
- Organizations of almost all kinds tend to be conservative in how they change
- Almost all organizational change occurs in minor increments to maintain the stability of the organization.
- To make change you must understand organizational dynamics and politics & money
- Don't Personalize Change/Resistance

# Effects of Limited Access

- >Poverty
- >Hunger
- >Violence
- >Family Breakdown
- >Joblessness
- >Substandard Housing
- >Infant Mortality

Strong Families

Separate Institutions

Positive Identity

Character

Self-Esteem

Community Strength

# Multiple Costs

- Excess Preventable Deaths
- Untreated Illness & Lower Lifetime Achievement
- Excess Hospital Admissions & Readmissions
- Misdiagnosis & Inappropriate Care (LLOS)
- Community Suspicion and Mistrust
- Staff Division and Conflict
- Absence of Scientific Knowledge & Theory
- Ethical Conflict: Professional & Personal
- Increased Taxes & Agency Budgets: Waste

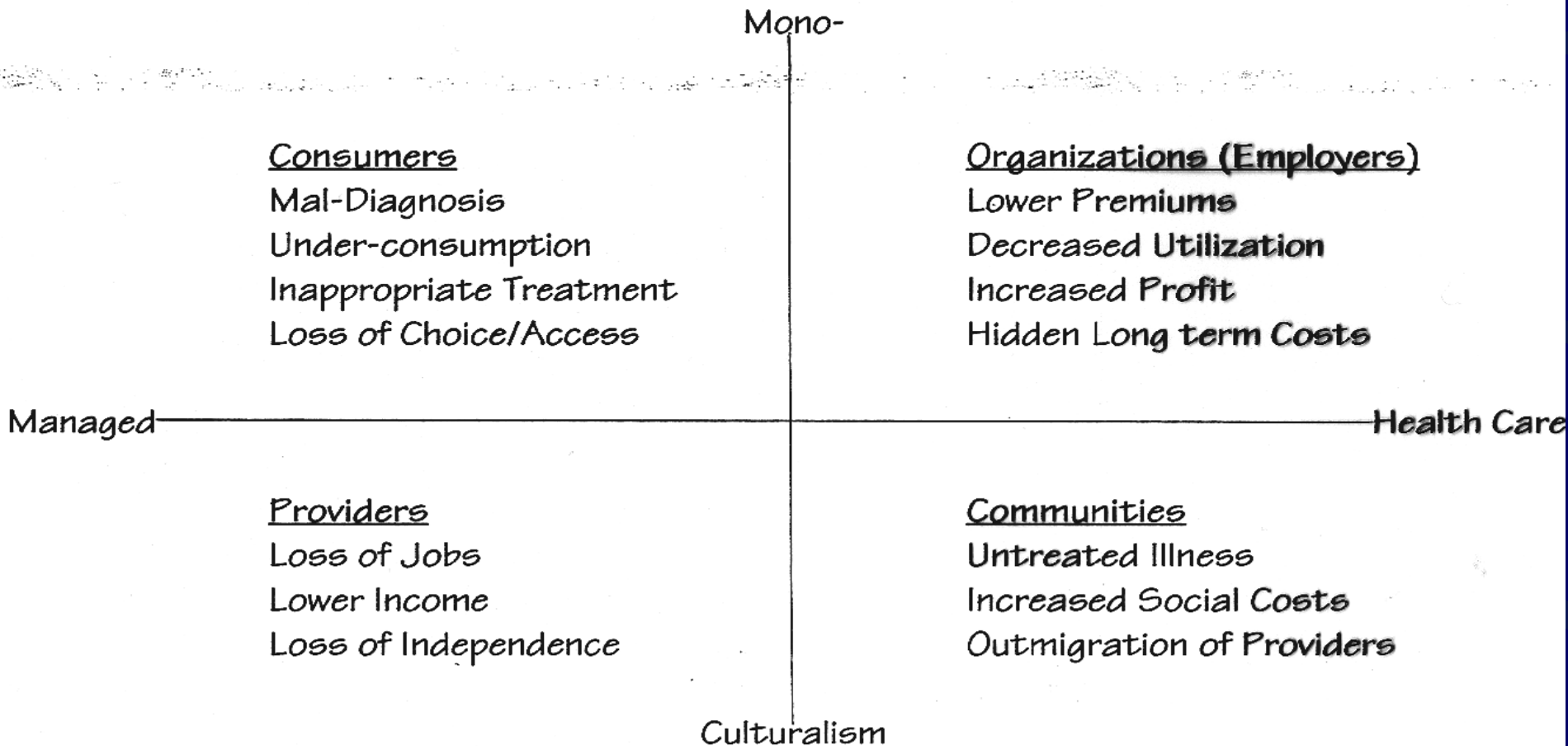
# Learned Responses

- Dominance
  - Control
  - Power
  - Money
  - Laws
  - Group Force
  - Precedents
  - Cultural Acceptance
- Sense of Privilege  
Belief in Superiority

# Differences by Culture

- Access to Services/Treatment
- Increased Risk Based on Low Income
- Help Seeking/Family Participation
- Source of Information/Accuracy
- Involuntary Admissions/Readmissions
- Involvement by Police
- Medication Compliance
- Severity of Diagnosis/Homelessness

# Dilemmas of Mono-Cultural Service Design



Source: Davis, King (2001). In Veeder & Peebles-Wilkins, London: Oxford University Press.

# Where Organizations Get Stuck!

- Service array
- Customer characteristics
- Locations
- Hours
- Board composition
- Staff composition
- Banking
- Theory

Suppliers

Investments

Marketing

Fees

Decor

Language

Services

Application



# Basic Assumption

- Culture is an important variable in determining how people (consumers & providers) see and interpret (know) the world around them and the basis of how they make decisions.

# Conceptualization

- It's Not About Race! Black & White!
- It is Not About Gender! Or Sexuality
- Race/Gender is a Means of Identifying Groups (Ingroups & Outgroups)
- The Issues are Far More Substantive
- Access/Ownership/Survival/Growth/Power/Control/Decision-Making/Fear/Competition are Beneath the Surface

# Defining Cultural Competence (3)

- Market-Based Definition
- Cultural competence is the integration and transformation of knowledge, information, and data about individuals and groups of people into specific clinical standards, skills, service approaches, techniques, and marketing programs that match the individual's culture and increase the quality and appropriateness of health care and outcomes (Davis, 1997).

# Elements of Cultural Competence

- |                              |                       |
|------------------------------|-----------------------|
| • Attitudes of Respect       | Agency Evaluation     |
| • Beliefs                    | Agency Plan           |
| • Knowledge and Skills       | Inclusion in Vision   |
| • Language and Communication |                       |
| • Community Analysis         | Inclusion in Services |
| • Valuing Diversity          | Outcomes              |
| • Cultural Self-Assessment   | Staffing              |

# Standards: Guiding Principles

- Prevention
  - Data based decisions
  - Quality
  - Integration
  - Universal coverage
  - Access
  - Feedback
- Holism
  - Collaboration
  - Sovereign Status
  - Natural support
  - Community based
  - Consumer driven
  - Outcomes

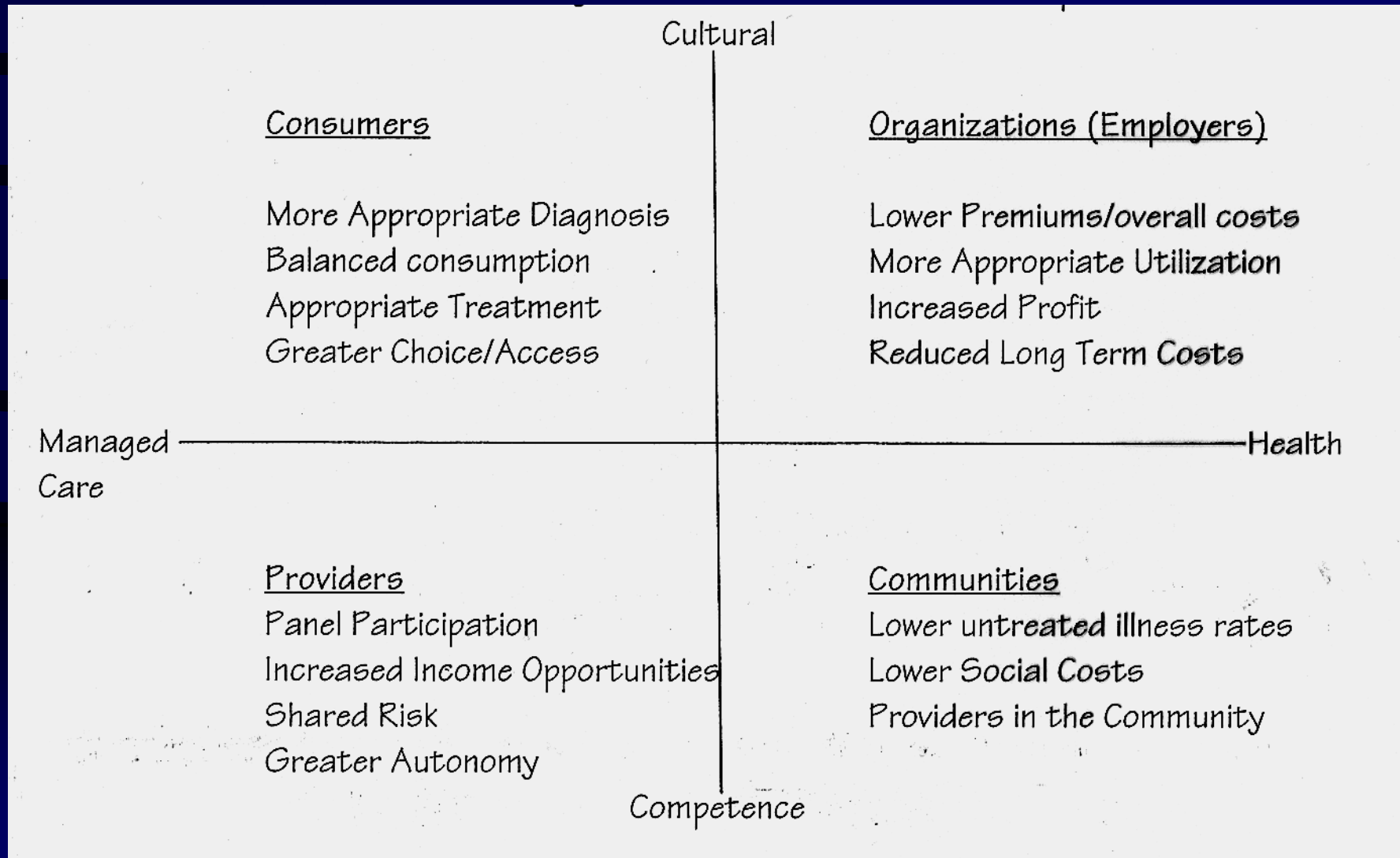
# Where is Cultural Competence Needed Most?

- Agency Vision & Mission
- Organizational Values
- Organizational Policies & Goals
- Standards & Guidelines for Service
- Hiring Patterns & Staffing Diversity
- Supervision
- Training & Re-training
- Agency Location
- Service Delivery &  
Programs/Models/Theory

# Why is Cultural Competence Important?

- Potential Cost Savings: people & dollars
  - a. Excess use of inpatient      d. >Diagnostic error
  - b. High rates of recidivism      e. >Insurance rates
  - c. Under-use of outpatient      f. LOS
- Ethical Base of Professions
- Quality of Care Demands it
- Potential Improvement in Diagnosis
- Potential Improvement in Treatment
- Potential for Prevention
- Potential for Increasing Participation in Policy

# Potential Benefits of Cultural Competence





# Who Uses Cultural Competence?

- Coca Cola/Pepsi Cola
  - Budweiser
  - General Motors
  - IBM
  - Time Warner
  - HMOs
  - Disney Europe
  - Makers of Viagra
- Department of Defense  
NCQA  
JCAHO  
Managed Health Care  
California DMH  
Texas DMHRM  
Virginia DMHMR

# Social Marketing

Consideration and integration of social variables in the design of plans and policies in health care services

Study Culture

Help Seeking

Definitions of Health/Illness

Information Use

Learning Style

Leadership

Family System

Media Outlets

Languages Spoken

Schools

Religious Ideas

Neighborhoods

# How do you insert Cultural Competence into the Organization?

- Non-Blaming Approach
- Focus on Cost Savings/Marketing Framework
- Focus on Service Improvements/Quality/Data
- Acknowledge Existing Competencies
- Understand Resistance/Nature/Origins
- Recognize Weaknesses in Cultural Competence
- Establish a Realistic Schedule for Change
- Develop a Plan of Action with Education, Licensure, and Accreditation: Benefits/Reinforce
- Sell to the Key Actors and Players
- Bind Cultural Competence to Agency Vision/Goals

# Proven Techniques: Continued

- Connect Cultural Competence to Licensure
- Link Cultural Competence to Accreditation
- Tie Cultural Competence to Profits
- Include Cultural Competence into the Curriculum
- Show how Cultural Competence is Useful in Business to Solve Problems/Save Money

# Proven Techniques

- Decrease the Assumption that Cultural Competence is Affirmative Action
- Decrease the Assumption that Cultural Competence is About Black People
- Provide Training and Education in Cultural Competence for Key Managers in the Organization and Board Members

# Proven Techniques for Change

- Become the Director
- Interlocking Directorates of Power
- Position to Select Director
- Develop Standards & Guidelines
- Teach at the University Level
- Consult with Organizations
- Become a Politician

# Proven Techniques

- Decrease the Assumptions that Cultural Competence is for White Women
- Include Cultural Competence Findings in the Journals with Highest Prestige

# Applying Cultural Competence





# Resistance to Cultural Competence and Diversity

- New & Unfamiliar Concepts
- Incongruence with Prior Education
- Non-traditional Source
- Degree of Change Required - Education
- Lack of Evidence & Tools
- Not Linked to Licensure/Accreditation
- Conceptualization in Black & White Terms
- Potential Cost of Implementation

# Resistance

- Resistance to change is a characteristic of all organizations
- Resistance to change is a natural phenomena in physics
- Change comes when a “force” is applied to the organization that is equal to or greater than what is required to keep the organization at its current level.

# Resistance: Continued

- Fear of Change
- Threats Implied in Cultural Competence
- Implications about Prior Education
- Understanding the Nature of Resistance is Essential to Change in Organizations
- Societal Belief that all is now Equal!
- Desire for Dominance and Control

# Missouri Department of Mental Health

